

U.S. ARMY CORPS OF ENGINEERS
PORTLAND DISTRICT

**REINVENTION LAB
INFORMATION
AND
REFERENCE GUIDE**

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PORTLAND DISTRICT REINVENTION LAB INFORMATION AND REFERENCE GUIDE

INTRODUCTION

TO ALL PORTLAND DISTRICT EMPLOYEES:

On November 16, 1999, Secretary of the Army Louis Caldera, designated Portland District as a Reinvention Lab. As Lab #56 in the Department of Defense, we are the first District in the US Army Corps of Engineers to receive such a designation. Our Reinvention Lab is the next step we're taking in developing a more comprehensive, effective, and efficient organization.

We've taken similar steps throughout our past. Our involvement in Model Civil District, Army Communities of Excellence, ISO 9000, Total Quality Management and many other initiatives has positioned us to be ready for this next challenge. Along with our existing systems (Quality Improvement Process, Suggestion Program, Army Ideas for Excellence, etc.), the Reinvention Lab concept will help us further reshape the way we do business.

Reinvention Lab designation allows us to seek waivers of Department of Defense and Department of the Army regulatory requirements, explore changes in our business processes, and strengthen our efforts to maximize customer service. While there are some limitations on our waiver authorities (we can't waive a requirement bound in law, for example), I believe this District will find numerous opportunities to pursue.

I urge you to take a serious look at your work activities. Where are you hindered by regulatory requirements? How can your customers receive better products and service? What can we do to reduce costs and increase value as perceived by the customer?

This booklet is your guide to help create the future of Portland District. Our challenge is to identify better ways to do business. The Reinvention Lab will help us create products, services, and a work environment that is respected and admired by the customers we serve. Given our proud history of accomplishment involving previous business improvement opportunities, I know we're ready to respond to this venture.

RANDALL J. BUTLER
Colonel, EN
Commanding

PORTLAND DISTRICT REINVENTION LAB INFORMATION AND REFERENCE GUIDE

VISION

The vision of the US Army Corps of Engineers, Portland District (NWP) Reinvention Lab is to increase customer satisfaction with our products and services by reducing regulatory burdens, empowering staff, and accentuating innovation.

MISSION

The NWP Reinvention Lab's mission is threefold:

- Comprehensive: Employ Reinvention Lab concepts throughout all components of Portland District and across a broad spectrum of regulatory guidance.
- Effective: Position customer satisfaction as the preeminent result of our work.
- Efficient: Structure the quality and prices of our goods and services to achieve our customers' requirements and expectations.

SCOPE

The NPW Reinvention Lab procedures apply to the all work activities and offices of NWP.

PORTLAND DISTRICT REINVENTION LAB INFORMATION AND REFERENCE GUIDE

OBJECTIVES

NWP implements Reinvention Lab proposals and waiver requests to meet the following objectives:

- Create the BEST TEAMS within the organization. This internal concept is directed at identifying and developing comprehensive, innovative, team oriented staff throughout the district.
- Become the BEST PARTNER. This external concept is directed at performing our work effectively with a focus toward customer satisfaction and service.
- Formulate the BEST INVESTMENT. This internal and external concept is directed at assuring the cost and financial aspects of our system and our work provide the greatest value for the customer.

OUTCOMES

The expected outcomes of NWP Reinvention Lab activities are:

- Cut Red Tape: Strip away unnecessary, innovation-stifling layers of regulation.
- Put Customers First: Employ market dynamics, competition, and customer choice to create incentives for staff to focus on customer satisfaction.
- Empower Teams To Get Results: Decentralize authority and enable teams to make decisions and solve problems.
- Get Back To Basics: Reengineer work processes, implement innovative approaches, abandon obsolete procedures, and eliminate duplication.

PORTLAND DISTRICT REINVENTION LAB INFORMATION AND REFERENCE GUIDE

MANAGEMENT RESPONSIBILITY AND SUPPORT

PURPOSE

This section defines the responsibilities and support required of NWP management as related to the Reinvention Lab.

SCOPE

The requirement for supporting, implementing, and encouraging Reinvention Lab activities rests with all NWP management staff.

RESPONSIBILITIES AND SUPPORT

District Engineer (DE). The DE is the Reinvention Lab Commander and is responsible for its oversight, management, and guidance. The DE has direct authority to waive Department of the Army and to request waivers of Department of Defense policies, regulations, and instructions not bound by law that we believe hinder NWP work.

Corporate Board (CB). The CB is comprised of NWP Division Chiefs and other executive staff. It is responsible for overseeing, maintaining, and continuously improving NWP work processes as they are affected by Reinvention Lab actions. The CB encourages the development and implementation of Reinvention Lab waiver requests throughout all components of NWP.

Business Process Management Group (BPMG). The BPMG is comprised of various Branch Chiefs or other representatives of offices directly involved with execution of work and management of resources needed to complete projects undertaken within NWP. The BPMG assists Reinvention Lab efforts by advocating the elimination of burdensome regulatory guidance, supporting measurements to determine success, and assuring approved waivers are incorporated into NWP work processes.

Reinvention Lab Coordinator (RLC). The RLC is responsible for supporting the development of innovative approaches to work processes; reviewing, evaluating, and processing Reinvention Lab proposals; researching and requesting necessary waivers; assisting with creation of measurement metrics; monitoring and conducting evaluations of Reinvention Lab results; conducting Reinvention Lab process training; and reporting Reinvention Lab progress and successes.

Reinvention Lab Steering Committee (RLSC). The RLSC consists of one member of the CB, two members from the BPMG, and either one Operations Manager or the Regulatory Branch Chief. The RLSC provides advice and guidance to the RLC on coordinating the review, evaluation, and processing of Reinvention Lab proposals; identification of Reinvention Lab Proposal Development Team members; consideration of waivers; identification of measurement metrics; implementation of proposals; and the acceptance of Reinvention Lab concepts throughout NWP. Members serve six-month overlapping, rotational assignments.

PORTLAND DISTRICT REINVENTION LAB INFORMATION AND REFERENCE GUIDE

PROPOSAL GENERATION AND REVIEW PROCESS

PURPOSE

This section defines and describes how proposals for change and improvement submitted to the Reinvention Lab will be developed, reviewed, and processed.

SCOPE

This process applies to all proposals presented to the Reinvention Lab.

GENERATING, DEVELOPING AND REVIEWING PROPOSALS

Any NWP employee may submit potential Reinvention Lab proposals. As part of this process, the originator needs to be able to explain how they believe specific internal and/or external directives, instructions, publications, policies, or regulations hamper their abilities to satisfy customers and/or provide quality products and services.

The RLC shall review proposals in conjunction with the originator and the RLSC to determine if a proposal should be pursued through an existing NWP system (Quality Improvement Process, Suggestion Program, Army Ideas for Excellence, etc.) or through the Reinvention Lab waiver process. If the proposal is more appropriate for review within an existing system, the originator shall be guided to that process.

If pursued through the Reinvention Lab, the RLC shall coordinate with the originator of the proposal to assure that:

- a. The proposal is clearly described and understood.
- b. Affected regulatory guidance is specifically identified.
- c. Any waiver requirements are clearly explained.
- d. A method for measuring the success of any changes is possible.

The RLC shall obtain the required legal review, prepare waiver documentation needed, and submit the documentation, as necessary.

Reinvention Lab proposal development will be supported through Reinvention Lab Proposal Development Teams. Team members will be identified and selected as needed depending on the subject matter being considered (e.g. Human Resources for personnel issues, Contracting personnel for contracting issues, etc.). Team members will be involved throughout waiver development and implementation. Team structure and duration will be dependent upon the issue(s) being evaluated.

PORTLAND DISTRICT REINVENTION LAB INFORMATION AND REFERENCE GUIDE

WAIVER REQUEST PROCESS

PURPOSE

This section describes the processes required to approve waivers of Department of Defense and Department of the Army policies, regulations, instructions not bound by law associated with Reinvention Lab proposals.

SCOPE

This process applies to all waivers related to Reinvention Lab proposals affected by Department of the Army and Department of Defense policy and other regulatory guidance.

WAIVER PROCESS

Waiver requests shall be submitted in accordance with the most current governing policies for Reinvention activities. The Reinvention Lab Commander has the authority to approve waivers to Army policy and request expedited approval on Office of the Secretary of Defense policy waivers. All waiver requests must include the Reinvention Lab senior legal officer's formal review of the request to ensure the policy under consideration is not bound by law. Waiver requests are forwarded under a cover memo signed by the Reinvention Lab Commander.

Waiver requests identify the specific policies and regulations being considered, include specific information to effectively identify and measure waiver success, and are submitted through an established process for documentation and approval. The Reinvention Lab follows specific procedures to prepare and submit waivers. If the Department of the Army objects to or the Department of Defense disapproves a waiver request, the Reinvention Lab may appeal these decisions and seek reconsideration through a dispute resolution/negotiation process. This process involves substantial coordination between Reinvention Lab, Department of the Army, and/or Department of Defense staff with a focus toward resolving differences and attaining waiver agreement.

The Reinvention Lab can consider cross service waiver requests, waivers from requirements maintained or imposed by other agencies, and deviations from Federal Acquisition Regulations and Defense Federal Acquisition Regulations. Restrictions and limitations are placed on requests for these waivers if they involve provisions required by statute, law, government-wide regulations, or regulations issued by another Executive Branch Agency. Waiver requests related to civilian employee working conditions must be consistent with any bargaining obligations and with labor-management partnership principles.

PORTLAND DISTRICT REINVENTION LAB INFORMATION AND REFERENCE GUIDE

WAIVER EVALUATION

PURPOSE

This section describes the waiver evaluations required to determine whether or not implemented Reinvention Lab proposals are successful.

SCOPE

This process covers all waivers implemented through the Reinvention Lab.

TWO-YEAR WAIVER EVALUATION REQUIREMENTS

Waivers are approved for no more than two years, and the RLC shall monitor implementation of the waiver and any resulting improvements throughout the period of approval. Thirty days prior to a waiver's expiration date, the Reinvention Lab forwards a packet of information that evaluates waiver success. The evaluation packet follows a specified format and shall include:

- a. Performance data and evaluation metric(s).
- b. Recommendation from the Reinvention Lab Commander to grant a policy change, permanent exception, or termination of the reinvention waiver.

Department of the Army or Department of Defense staff, as appropriate, will review and coordinate the evaluation packet. The Reinvention Lab will be notified within 30 days on whether or not there is agreement on its recommendation. Additional data may be requested or there may be disagreement with the recommendation. Disagreements will be resolved using the established dispute resolution/negotiation process employed to resolve waiver request objections and disapprovals. Waivers remain in effect during the evaluation and review process.

PORTLAND DISTRICT REINVENTION LAB INFORMATION AND REFERENCE GUIDE

MEASURING IMPROVEMENT, DOCUMENTATION, AND REPORTING RESULTS

PURPOSE

This section describes the metrics, documenting, and reporting required for Reinvention Labs activities.

SCOPE

This process covers all proposals implemented through the Reinvention Lab.

MEASUREMENT REQUIREMENTS

Measuring results is necessary to determine whether or not Reinvention Lab actions and waivers are successful. Each Reinvention Lab waiver implemented shall have appropriate metrics identified and tracked to determine the level of improvement achieved. To coincide with reporting needs, metrics shall be developed consistent with Army Performance Improvement Criteria. Each Reinvention Lab waiver implemented will have a team responsible for monitoring, tracking, and reporting measurement results to the RLC. A single individual (typically the proposal originator) will have designated measurement and monitoring responsibility, and all team members will be responsible for assuring data collected is accurate, timely, and complete.

DOCUMENTATION AND REPORTING RESULTS

Brief documentation is necessary to assure that Reinvention Lab records are accurate and complete. Simple “fill-in-the-blank” formats to document proposals, submit waivers, and evaluate waiver success, along with a waiver tracking system, are maintained by the RLC. Also, Reinvention Lab information is accessible on the district’s home page web site.

Reinvention Labs are required to submit an annual report to Secretary of the Army that highlights reinvention activities and progress. In addition, Division and Headquarters offices are kept informed of Reinvention Lab developments on a regular basis.

**PORTLAND DISTRICT
REINVENTION LAB
INFORMATION AND REFERENCE GUIDE**

**REINVENTION LAB PROPOSAL AND DOCUMENTATION FOR
DEPARTMENT OF THE ARMY WAIVER**

**US Army Corps of Engineers, Portland District
(date)**

1. TITLE/SUBJECT: What is the subject of this action?
2. ORIGINATOR: Name, office, phone number, email.
3. TRACKING NUMBER: Provided by reinvention lab.
4. UNIT/ACTIVITY: US Army Corps of Engineers, Portland District (include specific office or component, if appropriate).
5. SPECIFIC REQUIREMENTS OF THE DIRECTIVE/POLICY/REGULATION TO BE WAIVED: Identify the regulatory requirement to be waived. Include specific issuance title, paragraph, line number, and/or section.
6. INITIATIVE/PROCESS BEING IMPROVED: Explain the reason(s) for the waiver. What is the current process or requirement? Explain how this requirement hinders or prevents satisfying customers and/or producing quality products and services. What would be done to change things?
7. EXPECTED BENEFITS: What will improve? Explain how removing the requirement will enhance customer satisfaction, reduce costs, improve product/service quality, save time or effort, achieve national performance review objectives, etc.
8. METRIC(S) FOR MEASUREMENT OF SUCCESS: What measurement(s) will determine whether or not the waiver is successful? What time frame is expected before measurable success will be evident?
9. TEAM MEMBERS AND MEASUREMENT POC: Who are the Team members? Who will do the required measurement? Names, offices, phone numbers, emails.
10. RISK MANAGEMENT (if applicable): Identify risks, negative impacts, affected areas, etc., as appropriate. Is there apparent opposition to removing this requirement? Any suggestions for diffusing it?
11. EFFECTIVE DATE AND DURATION OF WAIVER: When will this waiver be effective and for how long?
12. PRELIMINARY LEGAL COORDINATION: Senior legal officer to initial one of the following:

_____This waiver would not be inconsistent with any statute or requirement of law, and appears to be within authority granted the Portland District Reinvention Lab Commander. Additional evaluation may be needed to confirm or refute this initial review before this waiver is processed.

_____Upon initial review, this waiver is inconsistent with the following specific statute(s) or requirement(s)_____.

**PORTLAND DISTRICT
REINVENTION LAB
INFORMATION AND REFERENCE GUIDE**

**REINVENTION LAB PROPOSAL AND DOCUMENTATION
FOR A
DEPARTMENT OF DEFENSE WAIVER APPROVAL REQUEST**

**US Army Corps of Engineers, Portland District
(date)**

1. REINVENTION LAB: US Army Corps of Engineers, Portland District, PO Box 2946 (ATTN: CENWP-SA-RL), Portland, Oregon 97208-2946.
2. WAIVER TITLE: Subject or name used to refer to a specific waiver request.
3. ORIGINATOR: Name, office, phone number, email.
4. STATEMENT OF THE REQUIREMENTS OF THE POLICY/REGULATION TO BE WAIVED: Include identification of DOD issuance by number and name, the paragraph and line number of the applicable section, and an explanation of the reason the waiver is being requested. Attach a copy of the page(s) from the issuance containing the portion affected.
5. EXPECTED BENEFITS: What is the current process or requirement? Explain how this requirement hinders or prevents satisfying customers and/or producing quality products and services. What will improve? Explain how removing the requirement will enhance customer satisfaction, reduce costs, improve product/service quality, achieve national performance review objectives, etc. Is there any apparent opposition to removing this requirement? Any suggestions for diffusing it?
6. METRIC(S) FOR MEASUREMENT OF SUCCESS IF THE WAIVER IS GRANTED: What metric(s) will help define whether or not any changes made are successful? What time frame is expected before measurable success will be evident?
7. TEAM MEMBERS AND MEASUREMENT POC: Who are the Team members? Who will do the required measurement? Names, offices, phone numbers, emails.
8. PRELIMINARY LEGAL COORDINATION: Senior legal officer to initial one of the following:

___This waiver would not be inconsistent with any statute or requirement of law, and appears to be within authority granted the Portland District Reinvention Lab Commander. Additional evaluation may be needed to confirm or refute this initial review before this waiver is processed.

___Upon initial review, this waiver is inconsistent with the following specific statute(s) or requirement(s)_____.

9. REINVENTION LAB POC: Michael Roll, 503/808-4506, FAX: 503/808-4805, michael.p.roll@usace.army.mil.

**PORTLAND DISTRICT
REINVENTION LAB
INFORMATION AND REFERENCE GUIDE**

REINVENTION LAB MEASUREMENT TIPS

Things to consider for measurement:

- What process or part of a process is being measured?
- What outcome is involved?
- Why is this a reasonable measurement (time, expense, reduced work, etc.)?
- How will the data be collected (format, spreadsheet, checklist, etc.)?
- How should the data be displayed (bar chart, run chart, etc.)?
- How will the data be used to show the level of success achieved?

Reinvention Lab measurements fit into one or more of the following categories:

CATEGORY 1.0 - LEADERSHIP: Measurements that exhibit how senior leaders and the organization address values and performance expectations, address their responsibilities to the public and key communities, or focus on customers and other stakeholders (*NPR Connections: Get Back to Basics, Empower Employees, Cut Red Tape*).

CATEGORY 2.0 - STRATEGIC PLANNING: Measurements that show how the organization sets strategic direction, determines key action plans, and how those plans are translated into an effective performance management system (*NPR Connections: Get Back to Basics, Empower Employees, Cut Red Tape*).

CATEGORY 3.0 - CUSTOMER FOCUS: Measurements that display how the organization determines requirements, expectations, and preferences of customers and markets, and how it enhances relationships with customers and determines their satisfaction (*NPR Connections: Put Customers First, Empower Employees, Cut Red Tape*).

CATEGORY 4.0 - INFORMATION AND ANALYSIS: Measurements that show how the analysis and use of data and information supports the organization's performance measurement system (*NPR Connections: Get Back to Basics, Cut Red Tape*).

CATEGORY 5.0 - HUMAN RESOURCE FOCUS: Measurements that exhibit workforce development, use of full potential, development of work environment and employee support climate conducive to performance excellence, full participation, and personal and organizational growth (*NPR Connections: Put (internal) Customers First, Empower Employees*).

CATEGORY 6.0 - PROCESS MANAGEMENT: Measurements that highlight key aspects of the organization's process management, including customer-focused design, product and service delivery, support, and supplier and partnering processes. (*NPR Connections: Put Customers First, Get Back to Basics, Cut Red Tape*).

CATEGORY 7.0 – BUSINESS RESULTS: Measurements that demonstrate the organization's performance and improvement in customer satisfaction, product and service performance, financial performance, human resource results, supplier and partner results, operational performance, and performance levels relative to competitors (*NPR Connections: Put Customers First, Get Back to Basics, Cut Red Tape, Empower Employees*).

**PORTLAND DISTRICT
REINVENTION LAB
INFORMATION AND REFERENCE GUIDE**

REINVENTION LAB WAIVER REQUEST NOTES

SPECIFIC DIRECTIVE/POLICY/REGULATION

WHAT SHOULD BE DIFFERENT?

WHAT ARE THE BENEFITS?

WHAT WILL MEASURE SUCCESS:

POSSIBLE LEGAL ISSUES:

**PORTLAND DISTRICT
REINVENTION LAB
INFORMATION AND REFERENCE GUIDE**

REINVENTION LAB WAIVER REQUEST NOTES

SPECIFIC DIRECTIVE/POLICY/REGULATION

WHAT SHOULD BE DIFFERENT?

WHAT ARE THE BENEFITS?

WHAT WILL MEASURE SUCCESS:

POSSIBLE LEGAL ISSUES: